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MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Inspector General's Survey of the CIA Career Service

1. The Office of the Comptroller comments on the Inspector General's survey of the CIA Career Service of December 1959, are submitted herein for your consideration.

2. The various components of this Office have reviewed the report, and in general, there is agreement with the first half of the report. Some feel that the condemnation of the present program is too strong since the Inspector General indicates that the efforts put forth under the present system have resulted in some notable successes, i.e., the JOT Program, which the report indicates has been successful from the beginning and which the Inspector General recommends be expanded and used as a basis for meeting future management requirements, but under different direction. (The merits of this recommendation are commented on later in this paper in paragraph 9.)

3. The second half of the report starting with the paragraph on "Fundamentals of Career Development" has provoked strong opposition. This may be occasioned by misinterpretation of what is intended. Careful review of the report nevertheless forces us to conclude that the intention is to limit career status to selected personnel in ID/P, DD/I, or to recruits who have "graduated" after a five year training program in intelligence work. DD/S positions would thus apparently be limited to the GS-13 level unless filled by an "intelligence careerist" since on page 23 of the report it is stated:

". . . the ultimate goal of this program is to fill the supergrade executive positions and the several hundred senior management positions (GS-14 and 15) with the best qualified people who have been developed to the fullest extent in intelligence work."

4. Recruitment and development under the proposed program is apparently to be concentrated solely toward achieving a "hard core of professional intelligence officers" (restricted, per the report, to collectors, collators,

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evaluators, analysts, and interpreters of information) with separate occupational career services for administrative support officers, clericals, technicians, and specialists. With respect to the later it is stated on page 35 that:

" . . . they are brought into the Agency laterally at senior grade levels and career development potential is minimal if it exists at all. They should be regarded as non-careerists in intelligence and should not be intermingled with true careerists."

If, as indicated in the report, all the senior management positions are earmarked for "intelligence careerists" as distinguished from "non-careerists", the prospects of obtaining qualified personnel for the required support positions would for all practical purposes be nil. An intelligence careerist as defined in the report could not carry out the responsibilities of Chief, Medical Staff, for example, nor could the Agency obtain the services of a qualified physician at a GS-13 salary. This situation would apply equally to the staffing requirements of the other support components under D/S.

5. The wholesale exclusion of personnel engaged in support activities from true career status would, in addition to the staffing complications referred to above, pose many other problems. Probably foremost among these would be the effect on the morale of those presently on board who have been offered and who have accepted career status under the present system. They too have accepted all the disadvantages which the report lists on page 20 as being drawbacks to employment with the Agency. While these disadvantages have been accepted, there has also been an acceptance and willingness to be used by the Agency whenever the Agency desires. To brush off lightly a group of such dedicated employees with the survey's comment ". . . it would serve a useful purpose to treat all these employees as a single occupational group having its own Career Service to concern itself with the multitude of problems arising from the nature of their employment by the Agency," would be a grave injustice. It has been our experience that accountants coming with CIA are generally "lost" to the accounting profession once they come with the Agency and I know of none who, as the survey indicates, "wish to remain only in the limited capacity of their specialty and perhaps ultimately to pursue their careers further in private life or elsewhere."

6. The work assignments of support personnel by and large parallel those of other personnel engaged in intelligence operations with regard to pressure, anxiety and manifold tensions. Physically, they are subjected to the same hazards at overseas posts as endured by other personnel attached to our foreign installations. Certain of our finance personnel are actually in a more hazardous position overseas since they are responsible for the procurement and safe-keeping of large sums of currencies with the threat of a hijack operation being ever present.

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7. It is consequently felt that the establishment of a career development program along the lines recommended in the survey report would probably do more harm than good. Provision must be made so that personnel engaged in intelligence support activities are considered part of the team. Similarly, provision must be made for the injection of new blood into DD/S as well as the DD/P and DD/I components. With complete emphasis being placed on the recruitment and development of intelligence careerists, DD/S positions at the senior level would ultimately be filled by "true careerists" or by personnel drawn from two sources; i.e., (1) those junior professionals who do not qualify for the "hard core" after their five year training program and who elect to stay with the Agency, or (2) by lateral transfer from other Agencies or industry. This, it is submitted, is neither realistic nor feasible for the reasons previously stated.

8. This Office agrees that career service should be formulated on occupational lines rather than organizational lines. It is recognized that in certain activities in the field of intelligence, experience and knowledge gained has little marketable value except in intelligence work. Also, there may be aspects of responsibilities borne by some intelligence officers for which they are not adequately compensated. This may very well tend to discourage junior personnel of high capabilities and potential from accepting Agency employment. Special benefits probably should be developed to offset such inadequacy. It is felt, however, that extreme care should be exercised to insure that an "elite corps" is not established and that no group or groups of employees result in being "second" class.

9. The establishment of a CIA Career Development Board as recommended in the survey functioning independently of the chain of command but authorized to pass on questions of recruitment, promotions, reassignments and training of all employees regardless of grade or level would most likely effectively remove the last vestige of authority and responsibility from the Director of Personnel. It would be preferable in our opinion to continue the CIA Career Council under the chairmanship of the Director of Personnel. The deficiencies in the present program as summarized so well in the survey could then be considered by the CIA Career Council and action taken to remedy them within established command channels. This would include action on both major programs recommended by the Inspector General; i.e., meeting present needs for a general improvement of performance at all levels through development and the other of establishing the long range program to meet the Agency's future personnel needs. Since the survey contemplates that the Office of Training would have basic administrative responsibility for the latter program similar to the procedures followed under the current JOT Program, there appears little to be gained by establishing another board at this time.

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E. R. SAUNDERS
Comptroller

- 3 -